

**WRIGHTWOOD
COMMUNITY
SERVICES DISTRICT
May 17, 2022
SPECIAL
BOARD MEETING**



WRIGHTWOOD COMMUNITY SERVICES DISTRICT

P.O. Box 218 Wrightwood, CA 92397

Notice

Special Meeting of the Board of Directors
Tuesday, May 17, 2022-5:30pm
Wrightwood Community Building
1275 State Highway 2, Wrightwood, CA

Agenda

5:30 PM – Call to Order

1. Pledge of Allegiance
2. Roll Call
3. Agenda Approval
4. Public Comments *Pursuant to Government Code Section 54954.2(a), any request for a disability-related modification or accommodation, including auxiliary aids or services, that is sought to participate in the above-agenized public meeting, should be directed to the Chair at any time prior to the meeting. Under this item, any member of the public wishing to directly address the Board on any item of interest that is not within the subject matter jurisdiction of the Board may do so now. However, the Board is prohibited by law from taking any action on any item not appearing on the agenda unless the action is otherwise authorized by the Brown Act. Any member of the public wishing to directly address the Board on any item listed on the agenda may do so when the item is being considered by the Board. Pursuant to Section 2.3.2 of Ordinance No 2021-1 adopted by the Board on March 2, 2021, the Chair may limit each speaker to a comment period of three (3) minutes or less.*
5. General Manager Candidate Interviews and Possible Appointment
6. Recess to Closed Session:
Public Employee Appointment (Government Code Section 54957)
Title: General Manager
7. Return to Open Session: Announcement of any Reportable Closed Session Actions
8. Directors Comments
9. Future Board Meeting – June 14, 2022 – 5:30pm
10. Adjournment

The Vision of the Wrightwood Community Services District is:

To Empower our community to have local control by serving as a platform for community discussion, cohesion and action in the areas of parks and recreation, street lighting, solid waste and recycling and wastewater planning and engineering.

To promote and grow a vibrant parks and recreation department for our community.

To maintain and enhance our current infrastructure

To economize our solid waste process and maximize our efficiency in executing them

To protect our natural resources through evaluating community wastewater needs

The Mission of the Wrightwood Community Services District is:

To provide local governance in the areas of parks and recreation, street lighting, solid waste and recycling and waste water planning and engineering in a fiscally responsible manner.

Item # 5

General Manager Candidate Interviews



APPLICATION FOR EMPLOYMENT

left msg
9:30
5/2

PERSONAL INFORMATION

Incomplete information could disqualify you from further consideration. Please complete all fields.

Name Jermaine Bell

Address _____

E-mail Address _____

Phone # _____

Are you eligible to work in the U.S? Yes ___ No

Have you ever been terminated from employment or asked to resign by an employer?

___ Yes No

If yes, please provide company names and details

Can you work any shift? Yes ___ No

If no, explain: _____

Can you work overtime, including weekends? Yes ___ No

Are you able to perform the essential functions of the job for which you are applying, with or without a reasonable accommodation?

Yes ___ No

Date you can start 05/16/2022

Are you currently employed? If so may we inquire of your present employer? Yes

EMPLOYMENT HISTORY

Include your last seven (7) years of employment history, including periods of unemployment, starting with the most recent

Company	Job Title	No. of yrs. In position	Summarize the nature of work performed and job responsibilities
Parallel Marketing	Account Manager	10 months	Manage all aspects of account operations with a keen focus on attaining set objectives within time constraints. Provide exceptional support to senior managements in recruitments processes, including conducting interviews, developing training programs, and guiding new internal hires on company's policies. Administer and involve in customer acquisition for onboarding and supervision of existing accounts to implement product installations on a consistent basis.
Unemployed		1 year	I was laid off due to the financial impact of Covid-19
Boy Scouts of America	Director	5 years	Developed and oversaw overall activities of agency's website and enhanced marketing technology aimed at improving both internal/external communications. Supervised field staff on performance process related to membership, finance, and program. Managed all volunteer facing initiatives. Led adviser for on-site

Wrightwood Community Services District
 General Manager Recruitment 2022

facilities, IT, and volunteer training. Performed community liaison for major events and activities with an audience up to 100 people. Managed annual program budget and products sales campaigns of \$1,000,000.

Boy Scouts of America **Sr. Executive** **10 Years**

Managed overall program operations and budget of over \$200K with complete ownership as well as trained 1,200 volunteers, whilst overseeing camp scheduling. Established and maintained multiple guidelines to meet on-going and evolving BSA compliances to ensure zero violations. Developed strong collaboration with community organizations to achieve grants and provide in-person programs for at-risk youth.

EDUCATION

Name of school Degree Received Subjects studied/Major

High School **Eisenhower High** **Yes**

College or University **Grambling State University** **B.A.** **Psychology**
 University of Redlands **M.B.A 2022** **Business Administration**

Wrightwood Community Services District
General Manager Recruitment 2022

Trade, Business or Correspondence School	Franklin Covey Dale Carnegie	Certificate Certificate	Time Management How to Win Friends and Influence People
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Do you have any special skills, experience and/or training that would enhance your ability to perform the position applied for? If yes, please explain.

Repeated success in planning, managing, and executing multiple programs and initiatives to maximize organization's financial growth. Recognized for leading and completing various fund-raising projects with critical insights and strategic approach. Reputed for preparing and delivering compelling messages with an aim of increasing demand of organization's offers. 20 plus years formulating and implementing financial plans with overall business strategy with a keen focus on delivering efficient services to business partners. Adept at leading compliance procedures, directing staff, conducting interviews, and analyzing performance reports to generate effective action plans. Known as highly efficient public speaker on diverse topics, including branding, social media, and community engagement. Articulate communicator with proven ability to forge and foster trusted alliances and professional relationships with key stakeholders.

REFERENCES

Give the names of three persons not related to you, whom you have known at least three (3) years.

Name	Phone Number & Email	Relationship	Years acquainted
Bill Dundas	805-383-3417 billd@dialcomm.com	Friend	10
Paul Grossgold	805-320-6650 P144au@gmail.com	Friend	10

Steve Rosen

818-632-7109

Friend

15

stevenprosen@gmail.com

SUPPLEMENTAL QUESTIONNAIRE

1. Give an example of a time when you had difficulty getting your point across to an individual or a group. How did you resolve this communication challenge?

I had trouble with a lifelong stakeholder of an organization I worked for when I first started. The stakeholder was an old school military veteran which was not ashamed to communicate how he felt. When I first met him, he told me how he was doing his job and how he would continue to operate which he was aware was out of context of the requirements. I'm not sure how but he came under the belief that I wanted to replace him, so he came into the office and in front of our CEO, was yelling how I wanted to replace him and that he wasn't going anywhere. I let him talk and ensured him that was not my goal and that I appreciated all that he was doing. Sometime after, I scheduled a meeting with him offsite as I wanted to establish a better relationship with him and understand all that he does and how I could help him. The meeting was a little rocky, but after the meeting he expressed satisfaction that I wanted to work with him and told me that if I had any problems or needed help to contact him. I also made the same offer to him. Since then, our relationship was improved and I felt it was due to addressing each other and not letting the situation grow.

2. Give an example from your past work experiences, about a time when you had an underperforming employee reporting to you. How did you address the situation? Did the employee's performance improve? If not, what did you do next?

As a director, I had primary responsibility for supervision and performance of all field staff. There was a newer executive which was not performing well on performance metrics related to increasing donations. During our weekly meetings, he was assuring me that he was completing all the behaviors to become successful, but I noticed that not much progress toward his goals was being achieved. I scheduled a day with him in his service area to shadow and witness how he was conducting himself. What I found, is that he was really attempting to do his best in establishing relationships which would prove favorable to his success, but he was from a different country and struggled with confidence issues while relating to certain key players. This was due to him not speaking English well and being from a different culture. I worked with him and encouraged him not to give up for a few months, attending key meetings with him and saw his progress changed. He finished the year-end with an increase in donations of 10% over his goal. There were no further actions needed, but I continued to work with him on key things that he needed help with.

3. Please describe your financial management experience.

I have 20 plus years managing financial accounts from creation to finish. I have tracked progress throughout the campaign, forecasted for planning and reported on the status in board meetings and within stakeholder meetings. I have recommended course of actions when needed to keep on track for budgeted goals. In 20 years, I've only had 2 budgets throughout my career which didn't meet goal and that was due to circumstances out of my control.

4. The District is looking for a visionary director who can build on the department's existing strengths, but also help take it to the next level. What assets and examples do you bring to the table to achieve that?

I believe when there is no vision, the people perish. I live by this verse and use it to provide clarity within my life and apply it to challenges I face. When I was a director, I was faced with a situation of low morale and displeasure within my board members and leaders. It was mainly due to multiple levels of program changes at our national office which affected local implementation on the

grassroot level. I presented the changes to our board chair and commissioner in which they both expressed displeasure and felt these changes were adding more stress to our stakeholders. I brainstormed with them and came up with an idea to host a free breakfast meeting for our top stakeholders. Our plan was to share our vision and present how these changes would be implemented locally, the impacts of such and how we would align our services to support them. During the presentation, we established how we were going to handle each change locally and introduced the responsible staff person who would support them. After the presentation we broke into smaller focus groups, which our plan was to seek input on the services to determine if there was enough support. In the end, the meeting turned a low morale situation into a positive by getting more people involved in the solution.

5. The District has been impacted financially by COVID-19. How would you essentially rebuild and strengthen the team, and explore new opportunities for revenue growth and partnerships?

I'm sorry to hear about the financial challenges the district is facing! I don't believe the district is alone in that struggle. I would first assure the team that what is being faced is not specific to us right now and for them to not feel bad because we have a great opportunity to change. I would brainstorm with the board and staff as to what opportunities exist and engage community stakeholders. I would also do a deep financial dive to explore potential uncollected revenue opportunities and expenses to forgo. I would present those findings to the board along with recommendations and the financial impact each recommendation would have. I would also seek recommendations to increase lease and rentals sales. I have experience increasing sales by establishing relations within key groups to market. I would explore grant options at every level. I would also seek approval for payment collection and to make other city services more assessable online, this will allow for expediated payment collection.

6. Describe your experience in the following areas:

- a. Reporting directly to a governing board.

I have done this for 20 years, reporting, making recommendations, recruiting, orienting, and training new members. Providing confidential guidance and accepting feedback.

- b. Preparing and presenting staff reports/recommendations.

I did this twice a month for a secondary board and twice a month on a governing board level. Also, I was the lead staff for our functional committee boards which each committee meeting once per month.

- c. Managing board member communications.

I maintained board member communications in a private matter unless instructed otherwise.

- d. Managing board expectations.

I met with board members monthly to discuss plans and strategic opportunities before the board meetings. I acted on plans and action items that needed to be completed prior to the board meetings.

7. Scenario: You are presenting a staff report on a major project at a Board Meeting.

During the public hearing, a Board Member points out a significant error on the project that was likely made by a member of your team. How would you handle the situation? (Both during the meeting & after the meeting).

I have had this situation happen several times. First, I would take ownership of the error. If possible, I would communicate the correction immediately and commit to get an addendum for the record as soon as possible. I accept all blame for the error during and after the meeting. In private, I would seek to understand with the staff member how the error occurred and take corrective actions to prevent, but ultimately, I would take ownership because I missed the error. I personally don't believe in berating a staff member, but I do believe through encouragement and role clarity employee performance will increase.

Jermaine Bell

belljermaine@gmail.com • [LinkedIn Profile](#)

Rialto, CA • 805-827-0898

General Manager

Growth-focused and performance driven leader with extensive experience in developing strategic operational plans, media campaigns, and short-/long-range goals across professional/community services sector.

Repeated success in planning, managing, and executing multiple programs and initiatives to maximize organization's financial growth. Recognized for leading and completing various fund-raising projects with critical insights and strategic approach. Reputed for preparing and delivering compelling messages with an aim of increasing demand of organization's offers. Expertise in formulating and implementing financial plans with overall business strategy with a keen focus on delivering efficient services to business partners. Adept at leading compliance procedures, directing staff, conducting interviews, and analyzing performance reports to generate effective action plans. Known as highly efficient public speaker on diverse topics, including branding, social media, and community engagement. Articulate communicator with proven ability to forge and foster trusted alliances and professional relationships with key stakeholders.

Areas of Expertise

- Business Revenue & Sales Growth
- Client Affairs Management
- Team Training & Leadership
- Strategic Planning & Analysis
- Issue Resolution & Risk Mitigation
- Stakeholder Management
- Program Planning & Governance
- Process & Performance Improvement
- Change Initiatives & Execution

Career Experience

Account Manager, Parallel Marketing, Corona, CA

2021 to Present

Manage all aspects of account operations with a keen focus on attaining set objectives within time constraints. Provide exceptional support to senior managements in recruitments processes, including conducting interviews, developing training programs, and guiding new internal hires on company's policies. Administer and involve in customer acquisition for onboarding and supervision of existing accounts to implement product installations on a consistent basis.

- Surpassed overall company average by 65% and succeeded installation rate by 95% by developing and executing robust strategies.
- Accomplished 3x more day-to-day large-cap sales from expected quota and maximized company's overall average netted to 2x in sales
- Boosted media execution and audience consulting roles by assisting finance department on yearly budget allocations and forecasts.

Boy Scouts of America (BSA), Camarillo, CA

2006 to 2020

Director – 2016 to 2020

Developed and oversaw overall activities of agency's website and enhanced marketing technology aimed at improving both internal/external communications. Supervised field staff on process related to membership, finance, and program. Managed all volunteer facing initiatives. Led adviser for on-site facilities, IT, and volunteer training. Performed

...continued...

APPLICATION FOR EMPLOYMENT

PERSONAL INFORMATION

Incomplete information could disqualify you from further consideration. Please complete all fields.

Name Marshawn Swims

Address _____

E-mail Address _____

Phone # _____

Are you eligible to work in the U.S? Yes ___ No

Have you ever been terminated from employment or asked to resign by an employer?

___ Yes No

If yes, please provide company names and details _____

Can you work any shift? Yes ___ No

If no, explain: _____

Can you work overtime, including weekends? Yes ___ No

Are you able to perform the essential functions of the job for which you are applying, with or without a reasonable accommodation?

Yes ___ No

Date you can start 7/1/2022

Are you currently employed? If so may we inquire of your present employer? Yes

EMPLOYMENT HISTORY

Include your last seven (7) years of employment history, including periods of unemployment, starting with the most recent

Company	Job Title	No. of yrs. In position	Summarize the nature of work performed and job responsibilities
Hesperia Recreation and Park District	Administrative Operations Manager Special Services & Recreation	4 yrs. 6 mos.	Overall responsibility as assistant to the General Manager, commercial properties, development (street lighting & landscape development/maintenance), recreation, staff development, human resources and business administration.
San Bernardino County Probation Department	Probation Officer II	5 yrs. 4 mos.	Investigated circumstances of criminal offenses & social background of offenders to ensure compliance with court ordered terms & conditions of release.

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EDUCATION	Name of school	Degree Received	Subjects studied/Major
High School	Serrano High School	High School Diploma	
College or University	California State University San Bernardino	Bachelor of Arts	Criminal Justice
	National University	Master of Public Administration	Public Administration with an emphasis in Human Resource Management & Organizational Leadership
Trade, Business or Correspondence School			

Do you have any special skills, experience and/or training that would enhance your ability to perform the position applied for? If yes, please explain.

California Special Districts Association Board Secretary/Clerk Certification (2019); FEMA ICS-100, ICS-200 Certificates of completion (2018);

Agency Representative Training through San Bernardino County Fire Office of Emergency Services (2018); American Red Cross

Lifeguard, CPR, First Aid & AED Certification (2022). These are among some of the certifications obtained over the last four years.

I have had additional experience and training through California Park and REcreation Society, CSDA, California Association

of Recreation and Park Districts and many others that will serve to enhance my ability to perform this position.

Wrightwood Community Services District
General Manager Recruitment 2022

REFERENCES

Give the names of three persons not related to you, whom you have known at least three (3) years.

Name	Phone Number & Email	Relationship	Years acquainted
Eric Poindexter	(909) 641-3099 eric.poindexter@prob.sbcounty.gov	Previous Supervisor	10 years (since 2012)
Judy Trenholm	(760) 954-0805 jtrenholm@hesperiaparks.com	Co-worker and employee	20+ years
Katie Hardin	(951) 259-8764 khardin@sbcasd.org	Prior co-worker and friend	15+ years

1. An example of a time that I have had difficulty getting my point across to an individual was in mid-2020. It was at this time that my employer was notified that another manager had resigned without notice. As a result of the sudden departure, employees within the business administration division were transferred to my supervision. This transition was challenging, that challenge came from an employee who had previously been challenging to the resigning manager and now even more so challenging with the announced change. These challenges included: the employees refusal to communicate, share information about their job duties and processes, unwillingness to answer questions, refusal to take on additional duties, listen and understand requests/directives fully and overall unwillingness to change their perspective on the direction the agency was going; there as defined and obvious obstinance. I had difficulty managing this employee and in getting my point across to them. Specifically, I was not able to get across to them that as an employee their purpose was to meet the needs of the agency and do so willingly, professionally and as a team player. The point being conveyed was they would need to re-focus on meeting the needs of the organization, do so openly, in a positive way and be open to a change of mindset. This was a difficult task to achieve.

To overcome this challenge, I sought out various resources that included online human resource forums, books (ex. Working with Difficult People), and sought the advice of other peer professionals. I also worked on opening my view to see the situation from the employee's perspective. I tried to relate to what they may be feeling that has led them to acting in this way. This was done to try to change my approach and to target the root of the communication challenge with this employee by trying to see events from their perspective. With a combination of listening, asking questions, seeking out a variety of approaches and providing small changes in tasks and duties combined with constant communication to build trust, report and support I was able to effectively get my point across. It is still challenging on some days but overall the employee's outlook and behavior has been changing for the better.

2. One example from my past work experience stems from the supervision of seasonal lifeguards. In this example, there was a returning lifeguard who had four years of seasonal experience and was again returning for the summer to work as a senior lifeguard. Shortly after the summer began, this employee was found to be outside of the agencies uniform policy, not enforcing pool rules and setting a poor example for the other employees on the pool deck.

I first addressed this situation by pointing out a deficiency when it was observed. While walking in the park I noticed the employee was not wearing the proper uniform. I made contact with the employee and inquired about their uniform, asking why they were out of uniform and how we could work to correct it. I chose this time to re-communicate the uniform policy, where to find the information and what my expectations were moving forward. Following this encounter, when I was later notified that the employee was again not in their proper uniform and found not properly reporting to their work station, I gathered the information to support these claims and completed a written warning. This written warning outlined the reason for the

warning, the expectation moving forward and the consequences that would occur if their behavior was not corrected. I met with the employee, in my office, and reviewed the written warning with them and provided them a copy and retained a copy for their personnel file. In this situation, after the written warning, the employee changed their behavior and further action was not necessary.

3. As a pool manager in the mid-2000s I gained experience creating proposed budgets for a seasonal aquatics program that captured expenditures and revenues allowing me to make a recommendation for program fees. This experience expanded to the finalization and approval of final budgets as a recreation supervisor in 2003-2004 as well as expanded my experience to the monitoring and maintenance of program and division budgets. My financial management experience continued in 2017 as an operations manager overseeing multiple divisions and expanded to assisting in the preparation and finalization process of an overall agency operating budget.

I have experience working within a special district compiling annual budgets for both operating/general fund accounts, assessment districts, commercial property rental accounts and programing accounts as well as a non-profit foundation budget inclusive of special event and recreation programing. For the last two years I have worked with independent auditors to finalize annual audits as well as consulting companies to standardize general ledger accounts and transition a special district's financial management processes to an online financial management software system.

4. As a program manager with experience within special districts I believe I bring a general foundation of knowledge. Within that knowledge, I have equipped myself with training and education that allows me to know the founding principles, purpose and parameters specific to special districts. Having this strong foundation allows me to know the parameters and work creatively within those parameters in areas such as fundraising, program offerings, special events, staffing considerations and operations.

Secondly, I bring a knowledge of the community and surrounding area. Growing up in Pinon Hills, visiting and attending community events in Wrightwood, socializing with family and friends in the area has allowed me to learn the community. Knowing the community dynamics, as well as the reasoning behind the CSDs formation, is another asset that will allow me to capitalize on strengthening the CSDs purpose and mission to meet the needs specific to Wrightwood both as a residential community and a tourist destination.

Thirdly, I bring stakeholder and community relationship resources that can assist in growing the district through community services, programming, relationship building, grant opportunities, joint partnerships and expanding on already established organizations and contacts. I have established relationship with Southern California Edison for street light services, consulting firms such as NBS for assessment districts and related fees, and I have

worked alongside other local special districts, community groups, cities, towns and counties. Additionally, with my experience in recreation programming and special events I bring a recreation background that can assist the CSD in continuing to provide community services such as street light and waste services while also gaining revenue through recreation and increasing community activity and involvement.

One example of what required my use of innovative thinking is specific to managing a park and recreation district during the pandemic. At the time I served as an interim general manager and had the responsibility of getting creative in balancing the needs of the organization, stakeholders, community and employees. This took active brainstorming, interaction with other organizations, community leaders and learning the ins-and-outs of constantly changing rules, regulations and orders. I worked with my team to keep the community engaged by starting online creative recreation programming via pre-recorded live videos weekly, posting links to various "live-cams" of interest at zoos and nature preserves, park treasure hunts, one-stop craft supply pick-up station at a community park that allowed residents to pick up craft packs of supplies and tune in to a live stream with recreation staff leading an activity to name a few. This adaptation and these creative approaches to what was traditionally often deemed as organized and in-person events, turned out to be a success and much appreciated by the community.

5. The pandemic, while devastating in many respects, brought forced change in operations and the way business is conducted. In an effort to rebuild and re-establish the CSD I would take a ground-up approach and evaluate areas that were most affected. During that evaluation I would look at how operations had been done pre-pandemic and how they are operating now. Are there ways to make the operation more efficient by doing virtual or online bill collection, focusing on marketing on websites and other social media platforms, etc. - maximizing any opportunity to streamline or combine processes and operations.

Additionally, I will seek out available funds and financial resources allocated by the state for special districts and work to secure those funds to help supplement the financial implications of the pandemic. I will look to capitalize on areas that may not have been as valued pre-pandemic. The pandemic highlighted the need and purpose of outdoor recreation spaces and activities, they were valued more than ever during this time and that demand still remains. I will use this opportunity to build on that demand and focus on seeking out grant opportunities, congressional earmarks and other available funds for parks and recreation opportunities that can re-invigorate the CSD and invest in the community.

6. I have direct experience, specifically within the last 4 years, in each of the areas outlined.
- a. From September 2019 through July 1, 2020, I served as an interim general manager for a special district and reported directly to a board of five elected officials and to a board of five appointed officials for the associated non-profit foundation.

- b. I have experience preparing staff reports that date back to the mid-2000s compiling information on a seasonal aquatics program that would be included in the board agenda packets. That experience has since expanded to more complex staff reports and presentations on land acquisitions, community facility district formations, programming and operating recommendations, budget presentations, and employee / labor negotiations.
- c. While serving as interim general manager I have had direct experience managing board member communications and communicating with board members individually and in a group setting. This experience has continued in creating scripts and media notices for board members to present at public meetings and special events.
- d. My experience managing board member expectations was gained as at a management level with the duty to effectively carry out the policy directives of the board and expanded most directly while serving as an interim general manager.

7. Upon the error being highlighted I would immediately acknowledge the error, correct the error (if the correct information was known and/or readily available/accessible) by amending the information and having that correction reflected in the minutes. If the information was not readily available or accessible I would announce when, where and how the information would be corrected and made available (this may require holding another public hearing depending on the severity of the error). The next business day, following the meeting, I would hold a staff meeting to discuss what occurred, try to determine how the error made it to the final document and I would suggest ways to prevent this from re-occurring. Some of those suggestions would consist of implementing a proofing or peer review process or outlining a final review or check-list in an effort to prevent this type of event from re-occurring.

MARSHAWN SWIMS

17514 Adobe Street, Hesperia, CA 92345 · (760) 953-1725

· m.etchepare@yahoo.com ·

EXPERIENCE

OCTOBER 2017 - PRESENT

**ADMINISTRATIVE OPERATIONS MANAGER SPECIAL SERVICES AND RECREATION,
HESPERIA RECREATION AND PARK DISTRICT | HESPERIA, CA**

Overall responsibility for the direction & operation of the following areas: • Assistant to the General Manager • Commercial Properties • Development • Community Facilities District / Landscape Maintenance District / Assessment Districts • Park Ranger Program • Special Projects • Staff Development • Recreation Programs • Special Events • Human Resources • Business Administration • Safety Committee •

Initiates & oversees the development, administration & improvement of all assigned areas. Serves as a member of the District's senior management team with significant involvement in overall District strategic planning & management & provides technical expertise in assigned areas. Serves as General Manager in the General Manager's absence and when delegated.

Essential Functions Include: • Prepare & present concise & comprehensive written & oral reports. • Setting departmental programs & priorities to meet District goals & objectives. • Ensuring compliance with state & federal laws & regulations. • Formulates, recommends, interprets & implements District rules, policies, & procedures. • Provides leadership & works with staff to ensure a work environment that supports achieving the department's & District's mission, vision, core values, plans, & objectives. • Supervises staff & volunteers; selects & trains personnel; counsels & coaches employees to correct deficiencies; conducts timely & effective personnel evaluations based on performance expectations. • Serves as staff liaison for various District or community-related committees & subcommittees as assigned by General Manager. • Prepares & administers department budgets; submits District budget recommendations; monitors department & division expenditures. • Attends & participates in professional meetings; maintains awareness of new trends & developments in assigned areas; incorporates new developments as appropriate. • Determines projects on a weekly, monthly, & yearly basis, including recommendations on District-wide projects. • Maintains public relations conscious. • Informs the General Manager of issues, updates & other pertinent information in a timely manner. •

SEPTEMBER 2019 – JULY 2020

INTERIM GENERAL MANAGER

HESPERIA RECREATION AND PARK DISTRICT | HESPERIA, CA

• Worked to consistently promote a positive, professional image of the District; • Established & maintained positive working relationships with the District Board, District employees, volunteers, and partnering agencies; • Efficiently & effectively administered & conducted the ordinary & usual business & affairs of the District in a reasonable, prudent, & professional manner; • Exercised supervision & control over all District departments, programs & activities, including the District's year-round recreation, park & leisure programs, & the management & safe operation of the District's facilities.

SEPTEMBER 2003 – NOVEMBER 2004

RECREATION SUPERVISOR,

HESPERIA RECREATION AND PARK DISTRICT | HESPERIA, CA

- Supervised an assigned recreational division; planned, organized, trained/instructed new employees, evaluated performance & directed staff.
- Recreational Division included: Summer Day Camp, After School Activities Programs, special events, children's activities, contract classes, aquatics programs, youth sports, adult sports, special interest classes, cultural activities, outdoor activities, programs for individuals with special needs, teen activities, senior activities, trips & excursions.
- Performed public relations, employee relations, attended community meetings & worked with other public entities.
- Prepared various staff reports & recommendations as required, ordered & maintained recreation supplies & materials.
- Prepared & monitored budgets for related recreation programs.
- Developed programs & activities of interest to the public in the form of recommendations to the General Manager.

MAY 2001 – SEPTEMBER 2003

POOL MANAGER, SENIOR LIFEGUARD, WATER SAFETY INSTRUCTOR, LIFEGUARD,

HESPERIA RECREATION AND PARK DISTRICT | HESPERIA, CA

- Conducted aquatic recreational programs.
- Assisted in the monitoring & supervising of aquatic programs & part time staff.
- Acted as a lifeguard or water safety instructor when needed.
- Planned & organized assigned programs generally specific to the seasonal aquatics programming.
- Assisted in the training of volunteers & staff.
- Scheduled all aquatic staff.
- Ensured required reports & records were kept.
- Inspected facility & equipment daily, reporting any safety concerns.
- Responded to patron inquiries & concerns.
- Planned & provided for the pre-season & in-service training of the aquatic staff.

JUNE 2012 – OCTOBER 2017

PROBATION OFFICER II,

SAN BERNARDINO COUNTY PROBATION

DEPARTMENT | VICTORVILLE, CA

- Conducted investigations of the circumstances of the offense & social history background of adult offenders.
- Interviewed offenders, parents, relatives, collateral sources, witnesses, victims, law enforcement officers & the like to obtain pertinent information relative to the case.
- Evaluated all information obtained & considered the offender's strengths & weaknesses & potential for success on probation.
- The authoring of court reports including prior record, personal history, collateral information, circumstances of mitigation on aggravation, evaluation & treatment plans & recommendations as to the appropriate disposition of the case.
- Responded to walk-in problems as required when serving as "Officer of the Day." Duties during that assignment included being responsible for reviewing all information contained in newly assigned case file(s) to become familiar with the background of probationer(s).
- Supervised probationers through routine contacts; counselled clients on personal, marital, financial, drug or alcohol abuse, educational & employment problems. Referred probationers to other community agencies whose services would be of benefit.
- Conducted field surveillance & searches for weapons or contraband on probationer(s) both in vehicles, or places of residence to ensure compliance with law & terms & conditions of probation.
- Cooperated with representatives of federal, state & local social service & law enforcement agencies in cases of mutual interest. To include 18 months being assigned as the Law Enforcement Probation Liaison Officer at the Apple Valley Police Department.
- Assigned to conduct speeches and presentations on probation to interested community groups.

NOVEMBER 2004 – JUNE 2012
COMMUNICATIONS DISPATCHER II,
SAN BERNARDINO COUNTY SHERIFF'S
DEPARTMENT | VICTORVILLE, CA

- Received both emergency and non-emergency calls, complaints & inquiries from the public.
- Monitored several public safety radio frequencies & the operations of a variety of communications equipment including transmitters, receivers, radio consoles, teletype & computer systems to assist field personnel by locating & providing data to accomplish a field operation function.
- Experience in acting as a communications dispatch staff trainer, training communications staff in work procedures & dispatch techniques.

EDUCATION

SEPTEMBER 2021
MASTER OF PUBLIC ADMINISTRATION, NATIONAL UNIVERSITY, SAN DIEGO,
CA
EMPHASIS ON ORGANIZATIONAL LEADERSHIP AND HUMAN RESOURCES

MARCH 2008
CRIMINAL JUSTICE, CALIFORNIA STATE UNIVERSITY SAN
BERNARDINO, SAN BERNARDINO, CA

CERTIFICATIONS

- Board Secretary/Clerk Certification, CALIFORNIA SPECIAL DISTRICTS ASSOCIATION (2019)
- Emergency Management Institute, FEMA ICS-100 (2018), ICS-200 (2018)
- Agency Representative Training, SAN BERNARDINO COUNTY FIRE OFFICE OF EMERGENCY SERVICES (2018)

MEMBERSHIP

- California Park and Recreation Society (CPRS)
- California Special Districts Association (CSDA)
- Southern California Public Pool Operators Association (SCPPOA)
- SHRM Member (Society for Human Resource Management)
- Park Rangers Association of California (PRAC)

Wrightwood Community Services District
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Pamela Wright

APPLICATION FOR EMPLOYMENT

PERSONAL INFORMATION

Incomplete information could disqualify you from further consideration. Please complete all fields.

Name: Pamela Wright

Address: 5000 E. 1st Ave. Suite 100

E-mail Address

Phone: 970-223-1111

Are you eligible to work in the U.S? Yes

Have you ever been terminated from employment or asked to resign by an employer?

No

If yes, please provide company names and details: N/A

Can you work any shift? Yes

If not, explain: Willing to do whatever it takes to get the job done.

Can you work overtime, including weekends? Yes

Are you able to perform the essential functions of the job for which you are applying, with or without a reasonable accommodation? Yes

Wrightwood Community Services District
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Date you can start: **IMMEDIATELY**

Are you currently employed? Yes,

If so may we inquire of your present employer? Yes,

I am employed as a consultant for Association for California School Administrators (ACSA) as a TIER II Coach. I provide a two year coach/mentorship for school administrators to earn an Administrative Services Credential granted from the California Teacher Commission on behalf of the State of California. Dr Pat Mark is the supervisor of the program: 909 240-0805

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Wrightwood Community Services District
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EMPLOYMENT HISTORY

Include your last seven (7) years of employment history, including periods of unemployment, starting with the most recent:

Company	Job Title	No. of yrs. In Summarize the nature of work performed position and job responsibilities
ACSA Association of California School Administrators & SBCSS, (County Schools)	TIER II Coach (Current)	Coach/empower/support candidates for a California School Administrative Credential to attain the administrative standards in <u>Vision, Leadership, Management, Personnel, Communications, Policy, Budgets and Finance, and Ethics</u> . The support for each candidate is a two year relationship. I have performed in this capacity for at least 6 years.
ETS (Educational Testing Services)	School Accountability Assoc.	Provided Professional Development for school administrators on improving student achievement in 8 states. (Including Clark County, Miami-Dade, Indianapolis, Ontario-Montclair, Ponca City, Oklahoma, and West Virginia.) Chosen as one of 8 team members to participate with Dylan Wiliam on school improvement research at Princeton. Employed by the Pulliam Group/ETS for 3 years.
Cucamonga School District Cucamonga	Assistant Superintendent	Official responsibility for Personnel, Pupil Services, and Special Education. Also served as Asst. Superintendent of Educational Services prior to that appointment. Responsible for direct reporting to the Board weekly via a weekly update and directly at all meetings public and private. (Pupil Services includes community relations/complaints/expulsions/communications etc.) Provided leadership for Professional Development for

School District	Asst. Supt Cont.	<p>administrative, certificated, and classified employees. Responsible for supervising, evaluating and hiring and firing all employees. Wrote and implemented the Disaster Preparedness Plan for the District. Served as head of Negotiations with both Certificated and Classified unions for 15 years. Trained in Interest Based Negotiations. Participated in the budget creation and adoption process, administered a personnel, Title I, Title II, Title II, Title IV, and other district budgets.</p> <p>Responsible for all local, state and federal reporting, communications, and accountability. School Administration in the District 17 years.</p>
Cucamonga School District	School Principal	<p>Served as Principal of a school for 12 years. Enrollment between 500-700 students. Provided vision, leadership, supervision, accountability, communication, community collaboration, parent partnerships, to provide quality education to fill the needs of all students and prepare them for their future and the future of our country. Provided leadership to develop the school site budget and then administered the budget to implement the programs to serve the students and community. Served to hire personnel to serve the needs of the students and community. Supervised and empowered all staff to live to their potential to provide quality education for every student. Collaborated with the parents to be our full partner in the education of their child.</p> <p>Built a team that served the needs of all students. The student achievement at the school went from being the bottom performing school in the district to being the top performing school. Our Team was recognized with the California School Board Association GOLDEN BELL AWARD for community collaboration in supporting student achievement in reading. The San Bernardino County Supt of Schools Office chose the school to be visited by two governors.</p>

Cucamonga School District	Classroom Teacher	Served as a classroom teacher for 3 years then became the Teaching-Vice Principal of the school for 4 additional years. I became the site Principal after 7 years at the school.
La Verne Police Department Upland Police Department	Police Dispatcher	<p>Provided desk, phone, and in person communication with the public reporting an emergency or crime.</p> <p>Provided communication re radio to dispatch officers and other personnel to aid the public in emergency and non emergency situations.</p> <p>Communicate and coordinate all emergency and non emergency communications between officers on the scene and with all other needed resources.</p> <p>Provided technical and detailed information via computer and other resources to assist the officers with enforcing the law and serving and protecting the public. (Served 3 years, prior to earning a college degree.)</p>

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EDUCATION	Name of school Degree Received Subjects studied/Major
High School	El Monte High School Diploma
College or University	Cal State University, San Bernardino, BA Liberal Studies Cal State University, Fullerton, Masters Program - School Administration - Administrative Credential California School Leadership Academy Clear Credential

Trade, Business
or Correspondence
School

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Do you have any special skills, experience and/or training that would enhance your ability to perform the position applied for? If yes, please explain:

- **Served in the hierarchy of the PTA** including First Vice President of the County (Experience working in public grassroots groups)
 - Served as Legislative Advocate for the PTA to advocate for juvenile justice, education, and other issues affecting children and youth.
 - Testified and advocated in Sacramento and Washington DC on behalf of children, youth and the future of our country.
 - Participated in local, state and national training and professional development.
- **Elected to the Central School District School Board** and served for 8 years, including President of the Board. PTA with 50,000 members. (Community collaboration/grass-roots service) for 10 years at the County and State Level of Leadership.
 - Participated in workshops and conferences on behalf of the district.
 - Developed policy and worked to represent the public in providing education for students.
 - Served to create, adopt and operate within the budget using taxpayer funds.
 - Participated in the building of three new schools.
 - Served on the CSBA Legislative Network to lobby for the best interests of students, and education.
- **Elected to the Rancho Cucamonga City Council** and served for 8 years. Worked to create policy regarding all City services.
 - The City was incorporated with zero parks. I left the Council after the development of 16 parks and creation of the future Central Park, and a full recreational program to serve infants, toddlers, preschoolers, youth, teens, adults and seniors. *(I did have the one NO vote to create assessment districts to pay for parks, street lighting and parkway districts.)*
 - Served to initiate flood control infrastructure, street lighting and parkway development for a new city with zero services.
 - Provided leadership to create and implement a Disaster Preparedness program and department to serve Rancho Cucamonga.
 - Served on several Commissions and Committees including Historical Preservation, Public Safety, Library Services, Trails, Parks, and others.
 - Participated in creation and adoption of the General Plan for the City of Rancho Cucamonga.

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Do you have any special skills, experience and/or training that would enhance your ability to perform the position applied for? If yes, please explain: (Continued)

- **Rancho Cucamonga City Council experience Continued:**
 - Reserved Central Park from a donation by Lewis Homes for a future 100 acre park in the center of Rancho Cucamonga.
 - Served to create the vision for Victoria Gardens shopping center in Rancho Cucamonga.
 - Served on the design committee for the Cultural Center and Library at Victoria Gardens.
 - Served in the creation and design of Rancho Cucamonga City Hall on Haven Ave just south of Foothill Blvd. in the San Bernardino Law and Justice Center.
 - Participated in the design and construction of Quakes Stadium in Rancho Cucamonga.
 - Served to contract with the San Bernardino Sheriff's Office for Police Services.
 - Served on the Council for negotiations with the all staff and for public employee packages.
 - Participated in personnel issues at the Board level.
 - Worked on the committee to plan the 210 Freeway through the City
 -
- **Served as Board member for Rancho Cucamonga Redevelopment Agency for 8 years.**
 - Created a plan for the development of blighted land as a portion of the 38 square miles within the City's borders into industrial, commercial, and residential zones with quality standards and development. Participated in the creation and adoption of the multi-million dollar budget over 8 years.

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Do you have any special skills, experience and/or training that would enhance your ability to perform the position applied for? If yes, please explain: (Continued)

- **Served as Foothill Fire Protection Service Board of Director**
 - Adopted and monitored the annual budget
 - Created, designed, financed and constructed three new state of the art fire station facilities.
- **Served as a Community Volunteer and on the Board for several other community organizations and agencies including:**
 - Spanish Trails Girl Scout Council
 - West End/Rancho Cucamonga YMCA
 - AYSO
 - Citrus Little League
 - Alta Loma Riding Club
 - Rancho Cucamonga Chamber of Commerce
 - Rancho Cucamonga Community Foundation
 - Initiated creation of the first preschool in Rancho Cucamonga (Pebbles Parent Co-op. The school is still in operation serving preschoolers today.
 - ACE Neighborhood Girl Scouts
 - Foothill Council PTA

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Do you have any special skills, experience and/or training that would enhance your ability to perform the position applied for? If yes, please explain: (Continued)

I discovered Wrightwood and fell in love with the culture and the community that has created this unique place over the years. I could not help but become involved in the efforts of the community to do their part to be of service in this unique and wonderful place. I currently serve in the following:

- Wrightwood Timberline Lions Club
- Secretary of the Wrightwood Historical Society
- Member of Wrightwood Arts Center
- Member of Wrightwood Chamber of Commerce
- Member of Wrightwood Friends of the Library
- Program Chair and Secretary of the Wrightwood Property Owners Association.
- Editor of the WWPOA Newsletter
- Chaired the Wrightwood Christmas Parade during the pandemic that proceeded through the entire town.
- Founding Member Wrightwood Boomers Club
- Board Member of Wrightwood Village Foundation
- Member Wrightwood Christmas Tree Committee
- Created the Wrightwood Helpline that assisted residents during the pandemic.
- Park Support Group
- Wrightwood Coalition

I have more than 15 years of administrative leadership experience performing the following tasks:

- Hire and manage district staff
- Serve as the spokesperson for the District and the liaison to the community, organizations, and other government entities
- Draft all board and committee agendas and making sure to abide by the District's Sunshine Ordinance for posting requirements
- Draft resolutions, requests for proposals, memorandums of understanding, applications, intergovernmental agreements, public-private partnerships, contracts and other items as requested by the Board of Directors with legal assistance from district counsel.

Pamela Wright

- Use social media pages to communicate with residents about district news
- Facilitate meetings with groups and teams to coordinate and meet project, program, or organizational objectives
- Respond to inquiries from residents, agency partners, or the public
- Calm and defuse situations with difficult or upset individuals in the course of completing work assignments
- Analyze and evaluate problems or issues related to the progress and completion of work projects or assignments to determine impact, assess alternatives for resolution, and/or formulate action plans
- Provide status and progress reports of current work assignments to the Board of Directors and staff
- Complete daily administrative duties to include answering the District phone, checking voicemails, checking emails, calendaring facility reservations, tracking supply inventory, and producing purchase orders
- Maintain regulatory requirements for producing financial reports and annual budget
- Seek grants or loans for the District's infrastructure and other needs

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REFERENCES

Give the names of three persons not related to you, whom you have known at least three (3) years.

Name	Phone Number & Email Relationship Years acquainted
Randy Marbach Vicky/Steve Rinek	760 780-8415, President WWPOA, remarbach@yahoo.com , 4 years 626 241-6784 , Lions Club , vnr2407@gmail.com , 4 years
Claudia Maidenberg Doug Moss	909 816-4652, Former Superintendent, c.maidenberg@verizon.net , 30 years 909 827-9915, douglas_moss@nthview.k12.ca.us . Contracted consultant, 10 years
Marianne Jagers	909 856-6740, Asst Supt of Business Services, CFO, of Cucamonga School District. mjagers1952@earth.net , 30 years

SUPPLEMENTAL QUESTIONNAIRE

1. Give an example of a time when you had difficulty getting your point across to an individual or a group. How did you resolve his communication challenge?

(Teachers are trained on how to LISTEN to understand. If we listen to understand where the other person is coming from we will then see their point of view and know what information they may be missing in order to fill the gap of understanding.

By truly listening we may be able to clarify their point of view for our own thinking and realize we are on the same page. We may also be influenced by their point of view so we can adjust our understanding and adjust our point of view. LISTENING with an open mind is the key. And, the other person may also listen to our perspective or additional information that may influence their point of view as well.

Once the other person feels that they have been heard in stressful situations, there is a "Golden Sigh." The person's body language actually changes. A person often carries their stress or anger in a psychological heavy bucket. Let them empty their bucket, and feel heard, and the stress on the body of the heavy carrying that bucket has been relieved...and you can see it when their shoulders...relax.)

A parent came into the lobby of the Principal's Office full of anger and emotion when I was principal at a school. The upset father was shouting and cursing because his son was given detention for acting out in class. The office manager had tried to calm the man down. She had tried to give him more information she had from the teacher about the situation. The parent was in no mood to listen. He was full of rage. He nearly jumped the counter in the lobby of the school to get at the office manager. The office assistant called me on the intercom to come help.

Supplemental Question 1, Continued

I came into the lobby and invited the parent into my office. I sat down at my desk. The angry father stood and yelled. I listened patiently and respectfully, and acknowledged that I understood what the parent was trying to communicate. I saw he was physically stressed and very angry. His 6'5" physical frame and army uniform did not contribute to me feeling safe with this angry man. It took several minutes for him to share with me his own point of view. I listened to understand. I witnessed the parent finish sharing his anger, I heard his voice slow down, I saw him change his posture and I witnessed him take the "Golden Sigh." His shoulders lowered and he was ready to sit down and have a two way conversation with me. I listened to him respectfully. I provided good body language and feedback to him to show him I was listening and I understood. I was then able to provide additional information to him so he could add that to his point of view and so it could influence his thinking. The meeting took a long time, but I was willing to spend the time helping the parent to help his child. The parent was able to hear the information from the teacher regarding the student's misbehavior and then he talked to his son to clarify the situation. The parent felt satisfied that we handled the problem together as partners working to help his son. The student did the detention and wrote a letter of apology to the teacher and the parent. (The family and the student are still in touch with me and the teacher today, years later.)

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2. Give an example from your past work experiences, about a time when you had an underperforming employee reporting to you. How did you address the situation? Did the employee's performance improve? If not, what did you do next?

The floors in the long hallways in the new building at the school were white tiled linoleum. Victor's job was to mop the floors every night in the big school. He worked 8 hours at the school alone five nights a week. I walked every hallway at the school everyday. I routinely noticed the floors from wall-to-wall, I made sure Victor and the head custodian ordered all of the supplies they said they needed in order to keep the floors in tip top shape, 750 students and staff walked on those floors everyday. The building belonged to the public. It was our responsibility to take good care of them. It was Victor's job to mop them. I started noticing a crud build up in the corners where the molding met the wall. I met with Victor in the hallway and asked him about it. I asked if he had enough supplies. He said yes. I saw the crud disappear. I thanked Victor for taking care of the problem.

I received a complaint that the restrooms were not regularly being cleaned. I checked the restrooms out and saw that there were problems. I wrote a note to Victor (and kept a copy) asking him to take care of the problems. He did the next day, but the next week there was a problem again. This time I called Victor into my office and we discussed the details of the restroom problem. I made sure Victor had the materials, the time, and the know-how to do the job. I noted the need to improve on Victor's official evaluation that came just a few weeks later. Victor understood the expectations, had all of the support in resources to do the job and he stepped up to the plate. I gave Victor verbal appreciation and a nice thank you note. His next evaluation mentioned appreciation for his efforts to improve the care of the bathrooms.

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3. Please describe your financial management experience.

I served on the School Board for 8 years as we created, adopted and monitored a multi million dollar budget.

I served on the Rancho Cucamonga City Council as we created, adopted, and monitored a multi million dollar budget.

I served on the Board of the Rancho Cucamonga Redevelopment Agency where we operated with a multi million dollar budget.

I served as Principal of a school with a multi million dollar budget. I was responsible for *leadership in creating the budget that included public input, for operating within the budget, and for reporting on the budget to the local school board and to the State and Federal agencies for 12 years.*

I served as Assistant Superintendent of a school district with a multi million dollar budget providing leadership for creating the budgets for different departments with *required public input*, for different programs, and the General Fund. Programs included Title I, Title II, Title III, Title IV, Special Education, GATE, and Comp Ed. I completed the required paperwork, reports, process, and adoption to report to local, state and federal agencies. I met timelines 100% of the time.

I lobbied legislators on behalf of students, schools, and Cities regarding budgets and finance.

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4. The District is looking for a visionary director who can build on the department's existing strengths, but also help take it to the next level. What assets and examples do you bring to the table to achieve that?

The Vision for the District should come from the Board with input from the public. I have years of experience as a school and community leader and as a trained professional consultant in facilitating meetings of the public, stakeholders, policy makers, and management and staff to collaborate to develop policy, plans, actions and programs.

The programs and services provided to the community should determine what the budget looks like in keeping with the Vision and the adopted strategic plan of the CSD Board with community input. It's the Golden Rule of Budgeting. Where you put your gold is what the program really is.

A good General Manager will know how to guide the Board in developing a Vision for the District that represents Wrightwood. My years of experience going through the strategic planning process, leading vision workshops and providing leadership for collaboration will be invaluable to support the District in creation of the Vision for Wrightwood. The experience includes inclusion of the public in the process because of government mandates. My training in Evocative Coaching and in conducting professional development with adults in several states will be an asset to make sure the Vision belongs to Wrightwood and not to me.

The CSD Board has worked hard to get all of the gears in motion and in many cases to reinvent the wheel for creating a Special Service District in Wrightwood for local control. The results of the efforts by the Board even during a pandemic for more than half the life of the District are amazing.

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5. The District has been impacted financially by COVID-19. How would you essentially rebuild and strengthen the team, and explore new opportunities for revenue growth and partnerships?

The established working relationships of the Board is certainly a strength for the District. The community connection of the Board, and the dedication of each member is something the community values and respects. Wrightwood is in a good place because the Board is dedicated and cares about this community. I have attended every meeting since the formation with the exception of one meeting. I have kept in touch with every agenda and witnessed the blooming and evolution of the District.

Having the right people in the right seats on the bus is critical to the success of any team. The current staff at the CSD has performed above and beyond the call to duty. The current GM has shown she is more than capable of performing many of the tasks needed to do the boots on the ground operation of the District. Her community relations are exemplary. She has shown she is willing and able to do whatever it takes to get the job done. She is definitely an asset to the District and the community. Collaborating with her to identify the things she has learned about the District while in charge of its operation will be invaluable. And helping her to identify how she will be fulfilled in performing her role in the District in the future will empower her to continue in her dedication to the community while feeling fulfilled in her service to the District.

Using the talents and skills of the staff in the way that will best serve the District will be critical in implementing the full range of services for which the District is responsible to the public to provide. Working together as an empowered staff will serve the public well on behalf of the Board of Directors as good stewards of the public trust.

The District is responsible to the public for services in four areas at this time. Much has been accomplished in the years since formation of the District.

5. The District has been impacted financially by COVID-19. How would you essentially rebuild and strengthen the team, and explore new opportunities for revenue growth and partnerships? *Continued*

The Board is to be congratulated for providing a good start and for accomplishing so much, especially considering what was inherited from the County. There is much work left to be done but the most important thing is the dedication to truly being a local control agency served by dedicated community service oriented people has now become the norm. The character of the Board has The District must live within its budget and available staff to accomplish all of the tasks required for smooth operation and for continued growth and evolution of services.

There are many challenges in each of the four areas for which the District is responsible. Getting the engine going in each of the areas is a challenge without people and expertise.

One way the Board may wish to consider when looking at ways to get things done with little paid staff is the creation of a Commission or Committee system which is used by other public agencies.

One of the best things about Wrightwood is that the culture attracts many former professional people with great expertise in a variety of fields. Many retired residents are still young enough to want to be interested and active in their community. They just want to not consider it a job. Their dedication to the community is amazing! Their expertise is invaluable! The Board may choose to consider adopting a Commission/Committee system by creating a Committee or Commission to do ongoing problem solving and hands-on work in specific subject or content areas. The Board would invite applications from the community to serve as hands-on workers on a specific issue, program, or service for the community. The Board could appoint 3 or more Commissioners to serve for a period of time.

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5. The District has been impacted financially by COVID-19. How would you essentially rebuild and strengthen the team, and explore new opportunities for revenue growth and partnerships? *Continued*

One or two Board might consider serving on each one of the Commissions along with the appointed public members. The General Manager would work with each committee to guide, support, and implement their work to eventually steer recommendations to the entire CSD Board for decision and policy making. The boots-on-the-ground work, the hands-on work, would be done by the General Manager with the assistance of the Commission/Committee.

Policy making and direction would be provided by the CSD Board as the ultimate decision makers but the detail work would get things accomplished. Gears would start moving on various issues, systems and operations would be created. Things would begin happening. Action and services would be provided to enable the District to perform its duty of providing services for the community. Each one of the four powers would get appropriate attention, vision creation, and problem solving done on a regular basis.

5. The District has been impacted financially by COVID-19. How would you essentially rebuild and strengthen the team, and explore new opportunities for revenue growth and partnerships? *Continued*

Parks and Recreation -

The Community Building is the current center of the District, it's the main office, and the hub of the services in the District. The Community Building should be open to serve the public...at a time when the public is looking for recreation services. It is not a stretch to imagine the Community Building being open to the public with games and activities and even available snacks and drinks to buy on a regular basis. It would be fulfilling to see senior citizens come to the building to hang out on a regular basis. This could happen with the right people in the right seats on the team to make it happen.

The District is responsible for providing recreation. How do we get the funds to make it happen? Nearly every city produces a magazine size brochure with recreational program offerings for its citizens of all ages. The Cities do not employ ballet teachers, or pottery teachers, or painting teachers. The city or park district schedules the classes and activities. They advertise then take registration for people to pay to sign up for the class or activity. The District may charge each person a fee for registering for the class. The fees go to the District. The District then contracts with the dance teacher, or the archery teacher, or the pottery teacher to lead the class.

The district pays the contracted teacher a fee for leading the class. The District makes a little money from each and every enrollment. The funds add up. It is a User Based Recreation System.

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5. The District has been impacted financially by COVID-19. How would you essentially rebuild and strengthen the team, and explore new opportunities for revenue growth and partnerships? Continued

Parks and Recreation continued

Recreation services and programs should pay for itself and it should make enough to add to the general fund of operation for the CSD. Other cities and CSDs provide the classes by hiring consultants, doing the administrative part of the classes, and even providing the space for the classes in many cases. Those cities or recreation departments get a small fee from each participant who signs up for the class. The consultant providing the program is on contract and gets a set fee for providing the service. That small fee from each participant from each class is not much individually...but it all adds up. It is a User Based system.

If the CSD used its personnel in the right seats on the bus then there is the potential to get a similar process created in Wrightwood. The recreation program could fund itself while fulfilling the responsibility the District has in providing recreation in our beautiful town.

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5. The District has been impacted financially by COVID-19. How would you essentially rebuild and strengthen the team, and explore new opportunities for revenue growth and partnerships? Continued

General Operations

The wheel for operating a CSD has already been invented and rolling along in Districts nearby and throughout California. Networking with other leaders is an invaluable resource for generating new ideas and finding solutions for problem solving in Wrightwood.

Participation in conferences and workshops provided by the state and professional organizations will be helpful in problem solving and establishing effective operations. Meeting with other Community Services District Leaders must be a regular practice. There is much information about general operations that will be helpful.

And there are certainly some excellent ideas for thinking outside the box that will be helpful for Wrightwood to develop our unique potential. Answers to questions like, "Is it true Phelan is being paid \$10,000 a month for leasing land as a storage facility? " Wrightwood may not have enough flat land to lease for \$10,000 per month, but that kind of thinking outside the box will serve Wrightwood well.

Attending County meetings and connecting with other agencies serving Wrightwood will be critical for good communications, access to information, support from other professionals, creating networking opportunities and establishing relationships with other leaders and support services.

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General Operations Continued

The County of San Bernardino is said to have an abundance of federal and state resources because of the pandemic. In order to advocate on behalf of Wrightwood it is critical that relationships are established to provide access and responsive services.

The General Manager should also have established relationships for networking, communication, collaboration and good problem solving in the local community. Regular meetings to communicate, establish good community relations and trust building should be ongoing between the CSD and the community. The CSD would benefit by regular monthly meetings, coffees, and round tables with various groups, agencies, business and organization leaders in the community. A community newspaper or updated social media will add to the efforts of the District Website.

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6. Describe your experience in the following areas:

a. Reporting directly to a governing board

- It was fulfilling to serve the elected Governing Board of the Cucamonga School District for many years.
- I reported directly to the Board via a written Friday Update every week.
- I regularly provided research and information to assist Board members in doing their job.
- I communicated by phone, in person, and in writing, and in public meetings with the Board on a daily or weekly basis as needed. I served at the staff table for at least two Board Meetings per month to serve the Board in Public Meetings.
- I managed Board Member communications in confidence.
- I was committed to being available 24/7 to the Board and to the public.
- Establishing trust with the Board and with each Board Member is essential to being a good member of the Team.
- Being responsive to all Board Members and keeping 100% of the members in the loop of all communications is critical. If one Board Member asks for information the information should be communicated to all Board Members, even if just FYI.
- I recognize as a former Board Member that directions and decision making can only come from The Board and not individual members. All Board Members should expect that they will be included in communication on all actions.
- Clear, regular, timely and consistent communication should be expected from the General Manager to the Board.
- The General Manager should be expected to receive, follow, and implement all communications from The Board.
- The General Manager should expect regular feedback, and communications from The Board on any and all issues The Board believes is important.
- The Board should expect that the General Manager works for the Board and they should expect that the General Manager is responsive to all direction, and expectations.

Wrightwood Community Services District
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7. Scenario: You are presenting a staff report on a major project at a Board Meeting. During the public hearing, a Board Member points out a significant error on the project that was likely made by a member of your team. How would you handle the situation? (Both during the meeting & after the meeting).

- A. There should be an immediate apology for the problem with assurance the problem will be examined and resolved. ("I apologize. May we table this to investigate the problem and come back with more information?")
- B. I would have a meeting with the staff member.
 - a. We would explore the issue, identify the problem, fix the problem.
 - b. I would tune in with the law regarding employee personnel rights to make certain I do not violate them and put the District at risk for lawsuits.
 - c. Then I would communicate all information to The Board and ask if the issue may be brought back.
 - d. I would apologize to The Board and make sure they understand that I am sorry for the problem and will do better in the future.
I will listen for guidance from The Board on other expectations.
- C. I would ascertain the facts from the Team Member to determine what the problem was and how it happened.
- D. I would determine if the Team Member made a mistake or if it was negligence.
- E. I would determine if the Team Member needs more training or assistance in that area for the future. And, I would provide access to it if possible.
- F. I would write the incident and steps taken in the employee's evaluation and personnel file if needed.
- G. I would monitor the Team Member to make sure the problem was not repeated
- H. I would inform the Board about the steps taken to the degree that it did not violate personnel law.
- I. I would communicate all information to The Board that is not in violation of the personnel law in a timely manner.

Wrightwood Community Services District
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I have a passion for Wrightwood and consider it a blessing to be living here. I am dedicated to serving Wrightwood and respect all of the work done by others who have created this unique village that we all choose to call home.

It is easy for me to see the potential of what can be done to support the beautiful place. I admire and respect the elected representatives who have stepped up to the plate to lead the official efforts to nourish and develop our community services. The District is in need of a General Manager who can implement the policies our dedicated Board intend to provide for delivering services in Wrightwood.

I would bring unique experience to the job of General Manager. I have experience in serving as an elected official for 16 years and so I understand the politics of serving in multiple public agencies, and I understand the perspective of individual BoardMembers in serving on a board. I have also had years of service in developing the functions and operations of public agencies in serving as an administrator and manager serving an elected board, implementing adopted Board Policy, operating with a public budget, serving the public, understanding politics, and maintaining the public trust.

My strengths are in interpersonal relationships and communications. I have successfully managed and empowered the work of hundreds of employees. I have served as chief negotiator with the teachers union and with the classified employees union. I have hired and terminated employees. I still value positive relationships with all of them today. I communicate with several former colleagues, peers and staff members on a regular basis.

The Board Members whom I served in the past still maintain positive relationships with me today. You may contact any of them to ascertain my effectiveness, responsiveness, and valued service to them.

*Please consider my application for
employment to serve the District*

*Pamela Wright
May 2, 2022*

Item # 6

Recess to Closed Session



Item # 7

Return to Open Session Announcement of Reportable Action



Item # 8

Directors Comments



Item # 9

Future Board Meeting
June 14, 2022 – 5:30pm



Item # 10

Adjournment

